

Governor's GMAP Sessions

How the process works

BEFORE a Governor's GMAP session:

- Step 1 Draft Measures.** A GMAP analyst gathers an initial set of draft measures as a "starting point."
- These are drawn from the agency's strategic plan, budget activity reports, and looking at what other states measure.
 - We check with agency staff to see if we're missing any key measures.
 - The agency "owns" the measures. We serve to collect and synthesize so that the whole measurement team can work together to boil it down to a few measures.
- Step 2 A Measurement Team** zeroes in on a few measures to focus on in the Governor's GMAP Session.
- A Measurement Team includes: agency staff (sometimes multiple agencies), the Governor's policy analyst, the OFM budget analyst, an OFM forecasting analyst. The measurement sessions are led by Larisa and staffed by a GMAP analyst.
 - We take into account several criteria when we're evaluating the measures. Will these make sense to the public? Are they useful (and used) by the agency to manage? Are they in alignment with the Governor's priorities? Do we have data? Is the data solid?
 - We aim for "Two Meetings and a Product." We know the initial set of measures will not be perfect.
- Step 3 Draft report** submitted by agency (sometimes multiple agencies)
- A couple rounds of a "mock up report" help us prepare for the final and serve as a way for the measurement team to "stay on one page."
 - Analysts help think of questions the Governor and Leadership Team might ask, based on the draft report, and let the agency know these in advance. (no "gotcha's")
 - Using the logic model and the quad chart format to develop the reports. No exact "template" yet.
- Step 4 Final report** submitted by agency (or multiple agencies)
- GMAP analytic team reviews and prepares a briefing for the Governor.
 - Governor's GMAP Leadership Team receives in advance for review.
 - Governor is briefed usually two days before the GMAP session.
- Step 5 GMAP Session**

DURING a Governor's GMAP Session:

1. We ask that everyone arrive early so you can orient yourself to the room.

The agency director(s) brings his or her leadership team to the presenter's table. Additional resource staff have front row of observer seating reserved as well, so subject matter experts can be on hand for Q&A.
2. The Governor or her designee will open the meeting. The agency director gives a brief introduction. Assume we have all read the report – keep intro very succinct.
3. Expect a lot of Q & A – not just from the Governor, but from everyone on the Leadership Team

Sometimes a question cannot be answered on the spot. “We don't know but we can find out” is a perfectly acceptable response in most cases. The GMAP analyst will note the question for a follow up memo.
4. The Leadership Team asks participates by asking questions. The role of the Leadership Team during these sessions includes:
 - Develop a better understanding of the agency's lines of business and the inherent policy, budget and management challenges;
 - Help clarify the Governor's priorities and expectations and give clear direction to agencies; and
 - Offer assistance to the agencies so they can achieve their results.
5. During the course of the meeting, we may decide we're not looking at the right measures, or that we need to broaden or deepen the set of measures. The GMAP analyst records this and takes it back to the measurement team for further work on measures and/or scope.

AFTER a Governor's GMAP Session:

1. The GMAP analyst will prepare a follow up memo to the agency.
2. The agency submits a follow-up response memo and/or bring answers to the next round of GMAP session on that topic area.
3. The measurement teams role continues to refine the measures and report content for the following meeting.
4. Governor's Office of Management Accountability and Performance offers technical assistance for problem solving, business process redesign, or other services that may help improve results.
5. The scope of the discussion in any given topic area may evolve over time.